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스포츠 매니지먼트 석사 학위논문

Sponsorship of National Sports Organizations in Ghana

Identification of Selection Criteria and Sponsorship
Objectives

가나의 스포츠 단체 후원

선발 기준과 후원 목표를 중심으로

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Abstract

Sponsorship of National Sports Organizations in Ghana: Identification of Selection Criteria and Sponsorship Objectives

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The amount of financial support Governments provide for respective National Sports Organizations (NSOs) has dwindled tremendously in recent years (Berrett & Slack, 2001), and Ghana is not an exception. This has necessitated NSOs to resort to the private sector for sponsorship for self preservation (Berrett & Slack, 2001). Coinciding with this phenomenon, is the increased request for corporate sponsorship from other sectors (Copeland et al., 1996) thus, NSOs find themselves in a highly competitive market in their quest to secure limited funding from “finite group of

prospective sponsors (Macmillan, 1983).

However, NSOs have not been successful in their attempts at corporate sponsorship due to the “lack of sophistication” in their sponsorship approaches (Copeland, 1991, p. 11). A compounding factor is that many NSOs are not aware of the marketable assets (to sell to sponsors), and also lack insight regarding how corporations select and evaluate sponsorship proposals (Copeland et al., 1996; IEG, 2013).

The purpose of this research was to investigate the most important selection criteria NSO sponsors use in selecting NSO sponsorship opportunities and the most important objectives they aim to achieve through their sponsorship. The result of which would help NSOs identify their marketable values and develop their sponsorship proposals strategically to suit the needs of prospective sponsors.

Using Ghana as context, a survey was conducted among corporations actively involved in the sponsorship of NSOs. The results revealed that the sponsors prioritized National Media Coverage, Cost Effectiveness, and Opportunity to be Title Sponsor above all the other selection criteria. For sponsorship objectives, the respondents mostly aimed to Increase Public awareness, Enhance Company Image, and Involve in community.

Keywords : National Sports Organizations, Sponsorship Selection
Criteria, Sponsorship Objectives

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Chapter 1.Introduction

1.1. Background

There have been suggestions that non-profit organizations should seek to increase the proportion of funding that they generate from nongovernment sources. Macmillan (1983) argued that:

“at a time of reduced government support, not-for-profit organizations are coming under increasing pressure to deliver more and more services with less and less resources, supplied with more and more strings attached” (MacMillan, 1983,p. 61).

“In many countries one such group of non-profit agencies or organizations has been government funded National Sport Organizations (NSOs)” (Berrett & Slack, 2001).

With various governments cutting down on their financial support to respective sports organizations, the idea of resorting to the private sector for funding has become a central theme across many NSOs. For example, Macintosh and Whitson (1990) indicated how the economic conditions of the 1990s threatened funds previously available from the Canadian federal government therefore necessitating the need for NSOs in Canada to find additional sources of revenue. The Canadian 1992 Task Force reports on

sport policy established that:

“Part of each sport’s agenda should be to reduce the dependence on government funding and to broaden the resource base. To accomplish this, sport must diversify its sources of funding, supplementing the traditional government source with new and creative sources” (p. 243). Minister’s Task Force on Federal Sport Policy, (1992) (as cited in Berrett & Slack, 2001)

Berrett & Slack (2001) highlight similar cases of Governments cuts of NSO funding such at 5% decline in government funding of British sports governing bodies between 1994 and 1997, and also 2% cut of the Australian Sports Commission budget. Such phenomenon has necessitated NSOs to double their efforts to seek corporate sports sponsorship (Berrett & Slack, 2001). Coinciding with this challenge of NSOs, is the increased request for corporate sponsorship from other sectors (Copeland et al., 1996).

MacMillan (1983) predicted that there is likely to be competition among all types of non-profit Organizations in their attempts to secure limited funding from a finite group of prospective corporate sponsors. As such, he argued that all non-profit organizations should view their attempts to secure finances in a strategic and competitive context. However, the few researchers that have examined NSO sponsorship have indicated that NSOs

have not been successful in their sponsorship attempts (Berrett & Slack, 2001; Copeland, 1991; Séguin & O'Reilly, 2005).

It has been revealed that NSOs have not been successful at corporate sponsorship due to the “lack of sophistication” in their sponsorship approaches (Copeland, 1991, p. 11). This resonates with the argument of Doherty and Murray (2007) that non-profits Sports Organizations “have difficulty in identifying sponsors that appropriately complement a sport property and have the challenge of catering to the needs of both major and minor sponsors simultaneously”. A contributing factor is because they do not have marketing managers (Nagyová, 2004).

There have been suggestions that non-profit sports organizations should develop more sophisticated sponsorship packages and proposals and to differentiate themselves from other organizations in the work place. The IEG's ninth annual survey of non-profit organizations revealed that a growing number of non-profits have had difficulty in identifying “marketable assets” to sell to sponsors (IEG, 2013).

Copeland et al., (1996) noted that “sport organizers may lack insight regarding the ways in which corporations select and evaluate sport sponsorships. Such information would enhance their understanding of the sponsorship exchange process while increasing their ability to negotiate

successful sponsorship initiatives” (p.32). While there is extensive literature on sports sponsorship objectives and selection criteria, it is usually broad, with little done in the area of NSO sponsorship. As identified in sports sponsorship literature, corporations involve in sports sponsorship for different reasons as such one size does not fit all (Copeland et al., 1996: Irwin & Sutton, 1994; Lough, Irwin, & Short, 2000; Lough & Irwin, 2001).

The focus of this research is to use the Ghana context to investigate what corporations that are involved in NSO sponsorship deem as their most important sponsorship selection criteria and objectives. The findings should assist NSOs to identify values that sponsoring corporations find in them, and to develop sophisticated sponsorship proposals tailored to the needs of their prospective sponsors.

1.2. Sponsorship of NSOs in Ghana

Sponsorship in Ghana has attracted very little academic interest (Amoako, Dartey-Baah, Dzogbenuku & Junior, 2012).

NSOs in Ghana have not been an exception to the reduced sports funding identified in many countries. The Sport’s Ministry’s 2015 budget of GHC 38M (approximately 9.8M USD) was slashed by 3.8M USD (Effah, 2015). Traditionally, the National Sports Organizations have depended on Government for funding for both local and international programs/activities.

However, within the last 4 years there have been massive drops in the number of local programs that NSOs are able to organize as well as the number of international programs they are able to partake in. This is because the budget released by government for sports is not adequate to cater for all 40 National Sports Organizations, especially considering that the Ghana Football Federation receives a hefty 48% of the money (Effah, 2015). This has resulted in the need for NSOs to resort to corporate Ghana for sports funding.

However, similar to findings in NSO sponsorship literature, the NSOs in Ghana face an uphill task in securing sponsorship from corporate Ghana. Sports development in Ghana “attracts the least commitment both in terms of financial commitment and the number of companies which invest in it” (Oppong S., 2015,p.427). This is attributed to the poor branding of some NSOs, lack of a marketing expert on the board of the federations, and the low popularity of some sports, tagged by the sports media as “Lesser-Known sports” (W.Kyei, personal communication, November 1st, 2016).

While a select few have been successful in securing sponsorships, the majority have struggled to obtain corporate funding. The Ghana Olympic Committee (2015) in its funding paper highlighted that: “the major conundrum about the reliance on corporate sponsors is that their affinity

seems to be primarily for supporting marketable ‘events’, which allow them to brand and market their corporate identities.” While it is true that NSOs in Ghana are probably not as marketable as the music and entertainment industry, the question that remains is why certain corporations sponsor NSOs. What do they seek to achieve through their sponsorships and what is the selection criteria used? Findings to this question will most likely help NSOs in the country to position themselves for corporate sponsorship.

1.3. Purpose of study

Extensive research has been conducted on objectives of sponsorship and selection of corporate sports sponsorship; which has disclosed that companies selection criteria for sponsorship is often dependent on its objectives. Most of such researches were conducted across professional sports. While there have also been studies on non-profit sports organizations, its broadness makes it difficult to relate findings to the different characteristics of non-profit sports organizations. For example, the characteristics and values of large non-profit sports organizations such as the International Olympic Committee (IOC) or International Association of Athletics Federations differ from relatively smaller ones such as National Sports organizations and amateur clubs. National Sports Organizations differ from International Sports Organizations and amateur clubs in

marketing values and characteristics. Bearing in mind the limitation of study on the objectives of sponsorship for NSOs, and the report that NPOs' potential sponsors lack the knowledge about the benefits of NSO sponsorship (Doherty and Murray, 2007); this study seeks to investigate the most important selection criteria NSO sponsors use in making NSO sponsorship decisions and the most important objective they aim to achieve through their sponsorship.

With corporations making smarter decisions to get their financial returns on investments from sponsorship (Mescon & Tilson, 1987), it will be helpful to know the values they find in NSOs, especially since it has been established that NSOs do not have a lot of marketable assets as professional sports and larger non-profit organizations (Seguin, Teed & O'Reilly, 2005).

1.4. Significance of study

Copeland & Frisby (1996) noted that "sport organizers may lack insight regarding the ways in which corporations select and evaluate sport sponsorships. Such information would enhance their understanding of the exchange process while increasing their ability to negotiate successful sponsorship initiatives".

This research thus aims to respond to this call. Its findings will provide NSOs with very important information with regards to the most

sought sponsorship objectives of NSO sponsors. With these findings, NSOs can identify their values and develop strategic means of developing their sponsorship proposals to better suit the objectives of sponsors. The findings will be equally important to corporations who are currently not involved in NSO sponsorship to be informed of the values and benefits of NSO sponsorship. Further, with very little academic work done on sports sponsorship in Ghana, this will be a valuable contribution to the emerging academia in sports sponsorship in the country.

1.5. Research Questions

To accomplish our research purpose, the following research questions have been developed:

RQ1: What is the relative importance of each of the selection criteria

Corporations use when evaluating NSO sponsorship opportunities?

RQ2: What are the most important objectives corporations seek from

NSO sponsorship.

Chapter 2. Literature Review

2.1. Sponsorship

There is no single definition for sponsorship. When you take a look at existing sponsorship literature, you would come across diverse definitions of sponsorship. One early definition by Abratt et al.(1987, p.300) states that sponsorship is:

“an agreement whereby a sponsor provides aid to a beneficiary, which may be an association, a team, or an individual, to enable the latter to pursue some activity and thereby derives the benefits contemplated in terms of its promotion strategy.” Abratt et al. continued to state that the sponsorship offered could be in cash or kind, while the sponsor’s contemplated benefits could include “media exposure, brand awareness, promote public relations of the sponsor, or publicity.

Meenaghan (1991, p.36) also defined sponsorship as “a cash and/or in-kind fee paid to a property in return for access to the exploitable commercial potential associated with the property”.

Although there is no single definition of sponsorship, practically all the various definitions describe sponsorship as an investment and value exchange process. This is highlighted in Quester and Thompson’s (2001)

definition that “sponsorship is an investment in cash or in kind in an activity, person or event (sponsee) in return for access to the exploitable commercial potential associated with that activity, person or event by the investor (sponsor).”

In addition to the general agreement of sponsorship being an exchange process, most of the existing definitions recognize sponsorship as a commercial activity (Polanski & Speed, 2001). The commercial intent is what distinguishes sponsorship from corporate giving or philanthropy (Polanski & Speed, 2001). Philanthropy or corporate giving in its altruistic form has no expectation or tied benefit (Collins, 1994, p.226). This outlook considers philanthropy to be an investment by a company into the community (Mescon and Tilson, 1987, p.49). This phenomenon is considered done for a worthy cause because the company aims at being a good citizen and not seeking to exploit any association with the cause (Shaw and post 1993).

2.2. Development of Sports Sponsorship

The sponsorship of sport is not a new phenomenon, but one that has existed from the days of ancient Rome, in 65BC. In that era, “wealthy individuals and businesses” funded gladiators and chariot racing teams (Kelly, 1990). In its early years, sports sponsorship was perceived as more

of philanthropy or donation rather than a commercial activity targeting a return on investment (Meenaghan, 1991). However, there has been a shift in organizational attitude. Corporations are now expected to look for a return on investment on any sponsorship or donation they make to different properties (Meenaghan, 1991). Today, Corporations and individuals acknowledge the huge potential of sports sponsorship to achieve diverse corporate objectives, and this has resulted in a strong linkage between sport and the business community (Arthur, Scott and Woods, 1997). Pope and Vogues (2000) argued that Sport sponsorship is “used to support marketing and corporate objectives, such as improving a company or brand image and increasing consumers’ intention to purchase a company’s product or service” (p.96).

The unique benefits corporations gain from sports sponsorship is evident in its growth. The International Events Group (IEG) in 2006 reported a global sports sponsorship growth of \$31 billion US dollars (IEG, 2006).

There are reports of a remarkable rise in corporate sports sponsorships in “industrialized countries” (Meenaghan, 1991; Scott & Suchard, 1992; Sleight 1989). Richardson (1994) notes that the growth of sponsorship in Australia is “approximately 20 percent per annum”. Conservative estimates have placed its value at between A\$400 million

(Verrender, 1994) and A\$510 million (Richardson, 1994). This is an indication that sports possess certain attributes that corporate sponsors find attractive.

Schlossberg (1991) reports that, for each dollar spent by the US arm of Volvo, it generated seven times as much in value. The rapid growth of sports sponsorship has been attributed in part to the more expensive and less effective nature of conventional media (Twaites, 1994; Shani & Sandler, 1998). Basically, consumers are not paying attention to traditional advertisement (Ukman, 2015). Therefore, there is the growing corporate desire for cost effective access to target markets, technological change as manifested in media developments and an increasing event and leisure oriented society (Meenaghan, 1991).

“Sponsorship provides unique opportunities for embedded advertising and a fail-safe delivery system where messages are incorporated right into the action” (Lesa Ukman, 2015). As such, specific target groups can be directly reached effectively and at a relatively less expensive manner as compared to conventional advertisement (Mack, 1999; Meenaghan, 1991; Shani & Sandler, 1998). Meenaghan (1991) again suggests that the growth of sports sponsorship in some countries is also due in part to reduced government funding and a ban on cigarette and tobacco advertisement. As

such, such tobacco and cigarette companies identify sports as a window to market their products. Sport is the most popular focus of sponsorship activity due to its “high visibility, and full range of demographic and psychographic segments” (Sleight, 1989).

Abratt, Clayton, and Pitt (1987) categorized sponsorship into five (5) areas: “General sport sponsorship, sponsorship of a particular sport, sponsorship of a competition within a sport, sponsorship of a team within a competition, and sponsorship of an individual sportsman.”

2.3. Objectives of Sports Sponsorship

Historically, the objectives of sponsorship had centered on giving to community or merely supporting organizations (Mack, 1999). However, increasingly, published sports sponsorship and marketing journals highlight the “marketing benefits of sponsorship” and its replacement of traditional advertisement and communication methods of firms (Mack, 1999).

Meenaghan (1991) stressed that sports sponsorship presents a “highly versatile communication method” for corporations, and affords them the opportunity to achieve various communication objectives “with a diversity of corporate publics” (Meenaghan, 1991). As such, different companies sponsoring the same event or property may do so for entirely different reasons based on their marketing goals (Irwin & Sutton, 1994).

Sports sponsorship literature suggests different objectives of sports sponsorship. Abratt et al.(1987) suggested the following as important objectives of sports sponsors: “community involvement, public corporate awareness, corporate image enhancement, build goodwill, reassure policy-holders and stock holders, counter adverse publicity, aid staff relationships, assist in staff recruitment, identify with target market, facilitate prospecting for the sales force”.

Irwin & Asimakopoulos (1992) would distinguish between two main sponsorship objectives: “Corporate-related objectives and Product/Brand related objectives”. Corporate-related objectives included: “increasing public perception, community involvement, building goodwill, and enhancing employee relations/motivation”. The product/brand-related objectives were “increasing target market awareness, identifying/building image within target market (positioning), and increasing sales/market share” (Irwin & Asimakopoulos, 1992).

However, Sandler and Shani (1993) identified three groups of sponsorship objectives: “Image related objectives, Marketing objectives and Media objectives.

Pope (1998) adds another category (personal objectives) to the 3 broad categories identified by Sandler and Shani (1993) to make up 4 broad

category of sponsorship objectives which is accepted in the literature of sports marketing. His categorization encompasses that of the aforementioned researchers and is displayed in Table 1.

Table 1. Objectives of Corporations involved in Sports Sponsorship.

Pope (1998)

Corporate Objectives	Marketing objectives	Media objectives	Personal objectives
Public awareness Corporate image Public perception Community involvement Financial relations Client entertainment Government relations Employee relations Compete with other companies	Business relations Reach target market Brand positioning Increase sales Sampling	Generate visibility Generate publicity Enhance advert campaign Avoid clutter Target specificity	Management interest

Overall, the literature on sport sponsorship objectives is dominated by corporate image and/or public goodwill categories (Otker, 1988; Witcher, Craigen, Culligan, & Harvey, 1991; Kuzma, Shanklin, & McCally, 1993). Key objectives of sports sponsorship are discussed as follows:

2.3.1. Public Corporate Awareness/Brand Awareness

Companies that engage in sports sponsorship have often cited “creating awareness of its brand” as one of the primary reasons of sponsorship (Mulin et al., 2007). Liu, Srivastava and Woo (1998) indicated that increased brand awareness is the primary goal of 93 percent of all the corporations that engage in sports sponsorship activities. Brand awareness according to Cornwell (2014) is “the extent and ease to which customers recall and recognize the brand and can identify the products and services with which it is associated”. This can be easily facilitated by sports sponsorship since by its nature, specific target groups can be reached by sponsors (Meenaghan, 1991). On the other hand, Holden (1992) refers to brand awareness as “awareness at a specific point in time rather than knowledge of the brand”; that is making reference to the term as “situational (awareness) rather than absolute awareness”.

2.3.2. Corporate Image enhancement

Wilkinson (1993) notes the tendency of a company to enhance its image if it “aligns itself” with a positive image of “a sport event or successful sport athletes”. This is possible because the positive perception fans of a particular sport have of the sponsored property, be it an event or athlete could be transferred to the sponsor (Mullin et al. 2007, Shank, 2005).

Sports can generate a lot of excitement and emotional attachment to its consumers, as such making it advantageous for sponsors as they can send their product-based messages to the already susceptible sports consumers (Oneal, Finch, Hamilton and Hammond, 1987).

2.3.3. Building Business/Trade Goodwill

Sports offer opportunities “for building relationships with other businesses, affiliates, and trade customers beyond daily business operations” (Irwin et al. 2008.p.166). Stakeholder corporate relations can be enhanced through sponsorship (Irwin& Asimakopoulous, 1992; Irwin et al., 2008). Sponsors of sports properties can benefit from the unique opportunity of acquiring “event tickets” and access to “hospitality areas (for Games)” for their important client. This can facilitate the forging of good business relationships with their clients (Mullin et al., 2007).

Goodwill is defined as “the positive attitude or sense of gratitude that consumers have towards a sponsor that supports and facilitates an event, team, or cause in which they are passionate about” (Meenaghan, 2001). Meenaghan (2001) argues that Goodwill is the primary factor that distinguishes “corporate sponsorship from strict advertising”. Sports property sponsors can benefit from the translation of “enhanced sports fans’ perceptions of goodwill” to more “positive brand attitudes and purchase

behaviors “(Dees et al. 2010).

Dees et al. (2008) in their study of Corporate Sponsorship effectiveness in elite intercollegiate football program identified that Goodwill was the primary contributing factor to consumers’ purchase intentions when comparison was made between fan involvement and attitude towards sponsors.

2.3.4. Enhance Employee Relations/Motivation

Sports sponsorship can be used as “entertainment and incentives for employees of sponsors” (Fullerton, 2010). For example, “Würth France, a manufacturer that sponsored the professional club of Strasbourg, invited representatives of all its employee groups to attend the matches and enjoy the hospitality usually reserved for senior decision makers”(Pichot & Tribout; O’Reilly, 2008). It is widely reported that Sponsorship has the capability to build morale and pride among employees of sponsors. Especially, a corporations that sponsor a sports property that is of immense interest to its staff is more “likely to increase corporate identification: positive feelings towards the company” (Irwin et al., 2008). Fullerton (2010) suggests that Corporations with strong reputation for sponsorship in the form of Corporate Social Responsibility (CSR) can “evoke a sense of pride and involvement for the employees” who value the company’s act in caring

about others. Further, such corporations are perceived by employees and prospective employees as being moral and thus building trust and encouraging them to be more committed to the success of the company (Bauman, Skitka, 2012).

2.3.5. Brand Positioning

Sports constitute a powerful reservoir of symbols for companies to capitalize on to position their products or brands to reach consumer groups (Ohl & Tribou, 2004). (Trout & Rivking, 1997) defines positioning as distinguishing a brand from competitors' brands to bring it to the attention of the target markets (Trout & Rivkin, 1997). A competing company does not necessarily have to be a company with similar products. It may be a company that targets the same market segments with different products or different area of interest (Rosenthal & Tamin, 2009). Thus, Positioning is generally accompanied by a targeted objective for a particular segment of consumers (Picho & Tribout; O'Reilly, 2008). Tribou (1999) describes the application of this phenomenon in France where "younger consumers are known to have little loyalty to brands, forcing marketers to adapt their brand strategies to avoid kids under 12 years of age, whose consumption is more and more autonomous, to target both (a) middle school and high school students (age 12–18), whose buying power is weak but who have high

interest in powerful and symbolic brands, and (b) 18- to 25-year-olds who want to express their own personal differences in the brands they consume.”

2.3.6. Increase Sales and Market Share

The ultimate reason for companies to be involved in sponsorship is to increase sales and market share (Fullerton, 2010; Irwin & Asimakopoulos, 1992; Mullin et al., 2007). Although the objectives of sponsorship are many, the ultimate goal is to yield results in sales or purchases.

(Fullerton, 2010) notes the different attitudes sports fans have towards a company that sponsors their sport and a competing non-sponsoring company. He argues that fans are more likely to buy products or make use of the services of the companies that sponsor their sport (something they are emotionally attached to) than to purchase products of a competing non- sponsor product.

The list of sports sponsorship objectives being pursued vary from corporation to corporation. It is interesting how sponsorship objectives have evolved over the years. Wilkinson (1993) notes that in its early years, specifically the 1960s and 1970s, corporate sponsorship was merely philanthropy and not included the company’s integrated marketing plan. Meenaghan (1984) added that due to philanthropic nature sports sponsorship that was prevalent in the 1980s, corporate sponsorship decisions were often

based on the personal interests of Chief Executives or Marketing directors of the companies.

However, there has been a change in trend from that ideology of sponsorship to a more commercial one. There has in recent times been a demand for accountability of corporate spending and justification of spending. Now sponsors seek a return on investments on their dollars spent on sponsorship. However, Copeland, Frisby, and McCarville (1996) indicates that sponsors do realize that it is not possible to “measure the direct effects of their investments on revenues, with exception of on-site merchandizing, couponing and in store promotions directly surrounding the event.”(p.33-34). It is important that corporations identify what their direct objectives and indirect objectives are. Shank(2009, p.33) explained that while direct sponsorship objectives sought to have immediate impact on sales and level of consumer behavior, indirect sponsorship objective require a long term commitment, generate awareness and enhance company image over a course of time before companies can reach set objectives.

It is however never easy to link indirect sponsorship evaluation methods such as sponsor recalls and media impressions translate into corporate sales (Brett, 1990). Meenaghan (1983) adds that, even if there is an increase in sales following the sponsorship of an event, it is difficult to

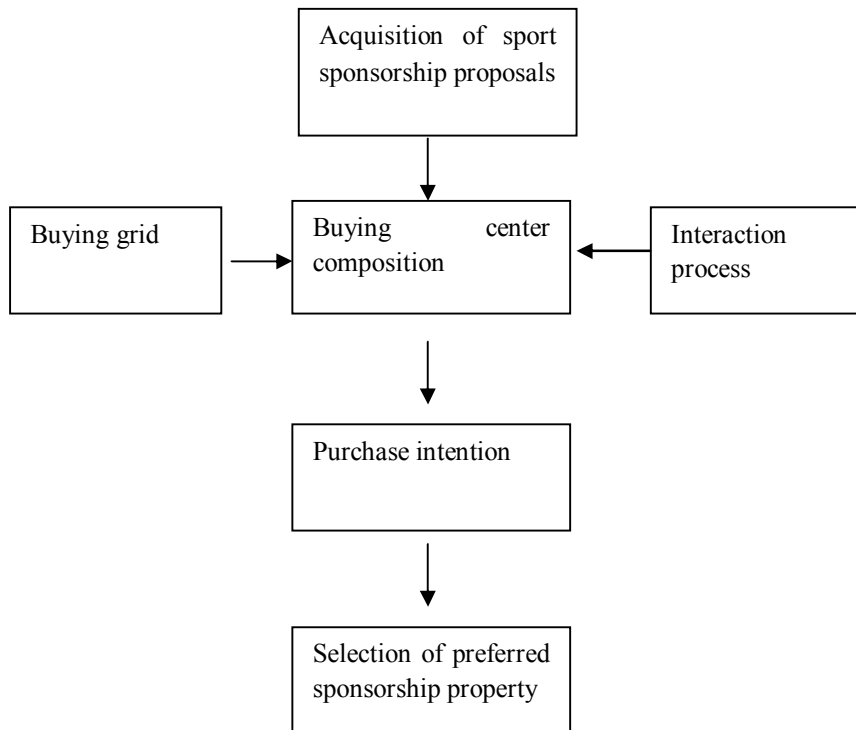
credit it to the marketing strategies employed in the sponsored event. This is mainly because event sponsorship is not the only element employed in the marketing strategies of corporations.

Green (1993), notes that these uncertainties about sports sponsorship evaluation has played a role in the job creation for event marketing companies in the sports industry who provide consultation to event sponsors with regards to sponsorship evaluations .

2.4. Sponsorship decision making

Following the establishment of sponsorship objectives and financial resource allocation, the next step is for the company to make decisions regarding the appropriate sponsorship opportunity (Meenaghan, 1991; Shank, 1999). A conceptual model of the corporate decision making-process of sport sponsorship acquisition is commonly used by sponsoring companies to understand the evaluation and selection of sponsorship opportunities (Shank 1999). Arthur et al. (1997) proposed the model below:

Figure 1. A conceptual model of the corporate decision-making process of sport sponsorship acquisition (Arthur et al., 1997).



This model starts with the acquisition of sponsorship proposals. This seems to be the norm, whereby various corporations or organizations receive different proposals from sports entities based on which they will decide to or not to sponsor their property. However, Arthur et al. (1997) states that this step could be either “proactive (that instigated by the respective corporation) or, more commonly, reactive, where sport

sponsorship property representatives send proposals to corporations seeking their support”.

Following the receipt of sponsorship proposals, the next department involved is the buying center, usually made up of 5 distinct categories of individuals responsible for evaluating and selecting the sponsorship (Webster & Wind, 1972). The categories and their roles are depicted in the table 2.

From US collegiate perspective, McCook et al. (1997) found that large national companies employed the use of a gate keeper as the initial sponsorship screen. Understanding the roles of the individuals at the buying center and designing sponsorship proposals to suit their expectations could enhance the probability of the sponsorship proposal of sponsorship seekers being accepted (Shank 1999).

Table 2. A Definition of Buying Center Roles

(adapted from Webster & Wind, 1972)

Users:	Those people who will use the product or service to be purchased. Often it is this category that initiates the buying proposal and helps to define the specifications.
Gatekeepers:	Individuals who control the flow of information to the other members of the buying center. Can be seen as a “screening” role where information is disseminated and, where deemed necessary, passed on.
Influencers:	Persons who affect the purchasing decision by their supply or information and setting or buying specifications. They may be outside the confines of the purchasing organization and acting as a consultant.
Deciders:	These people actually make the buying decision. The most difficult role to ascertain as, although an individual may have the authority to purchase, the actual decision to buy may come from someone else.
Buyers:	The person with the formal authority to select and purchase the product or service. The power of the buyer is often usurped by those hierarchically higher in the organization.

2.5. Sponsorship selection Criteria

Existing research on Sponsorship selection criteria tends to be prescriptive and list factors that corporations should consider when making sponsorship selections (Copeland & Frisby, 1996). Early “framework” for sponsorship selection outlined only few categories of factors to be

considered in sponsorship decision (Ensor, 1987). However, recent frameworks combine a broader range of selection criteria with a scoring method (Copeland & Frisby, 1996). For example, Irwin and Asimakopoulos' (1992) developed a thorough sponsorship screening instrument called the Sports Sponsorship Proposal Selection evaluation model (SSPEM).

The model had 47 criteria items and a grading or weighing system from -4 to +4 that allowed corporations to assess the event in question based on “predetermined marketing priorities” (Copeland & Frisby, 1996,p.35). The 7 categories of Irwin et. al’s model were: “budget considerations, event management, positioning image, targeting of market, integrated communications, competition considerations, and strategies” (Irwin & Asimakopoulos, 1992,p.56). Irwin et al. (1994) however revised the original SSPEM to up to date criteria corporation can use as a check list in their sponsorship proposal screening. The revised SSPEM is shown in figure 3.

Figure 2.Revised Sports Sponsorship Proposal Selection Evaluation Model. (Irwin et al.,1994)

Irwin, Assimakopoulos, and Sutton

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TABLE 12. Revised Sport Sponsorship Proposal Evaluation Model.

CRITERIA	WT	-4	-3	-2	-1	0	+1	+2	+3	+4	TOTAL
BUDGET CONSIDERATIONS											
Affordability											
Cost Effectiveness											
MANAGEMENT ISSUES											
Event Profile											
Org. Committee Status											
Media Guarantees											
Legal Status											
Regulatory Policy											
Athletes Cooperation											
Governing Body Status											
Marketing Agency Profile											
POSITIONING IMAGE											
Product-Sport Image Fit											
Product Utility Fit											
Image-Target Market Fit											
TARGETING OF MARKET											
Immediate Audience											
Demographic Fit											
Size											
Fan Association Strength											
Extended Media Coverage											
National Coverage											
Local Coverage											
EXTENDED AUDIENCE PROFILE											
Demographics fit											
Size											
PUBLIC RELATIONS											
Hospitality Accommodation											
Community Leader Presence											
Customers Presence											
Staff Sport Knowledge											
Event Sales/Retail Tie-in											
New Account Opportunities											
PROMOTIONAL OPPORTUNITIES											
Promotional Licensing											
Complementary Advertising											
Signage Opportunities											
COMPETITION CONSIDERATION											
Competition's Interest											
Ambush Market Avoidance											
SPONSORSHIP STATUS											
Title Sponsor											
Major Sponsor											
Exclusivity											
Established											
Long term Involvement											
ALTERNATIVE SPONSORSHIP											
Co-sponsor											
In-Kind Supplier											
SPONSORSHIP TYPE											
Team											
League/Championship											
Event											
Facility											
GRAND TOTAL											

While the Revised SSPSEM has items identified by corporations as common important factors they consider, the rank of importance vary from corporation to corporation based on the marketing objectives of each corporation. Other researchers have used the SSPSEM or qualitative methods to identify the salient criteria used to select sponsorship of different characteristics of sports such as Intercollegiate, Professional Niche Sports etc. The findings across all the research on selection criteria of companies is that there is no one size fit all approach. However, various corporations evaluate their sponsorship proposals differently.

For example, Copeland et al.(1996) researched the criteria of selection used by large Canadian corporations sponsoring grassroots, elite-amateur, and professional sports. The corporations were asked to rate the importance of the selection criteria used. The following were the overall results in order of importance (a) Exclusivity, (b) Increase in awareness, (c) Image reinforcement, (d) Signage at event, (e) Spectator targeted, (f) increase sales/trial, (g) Ability to quantify results, (h) National television coverage, (i) Community relations, and (j) Regional print coverage (Copeland et. al, 1996).It was however reported that 3 factors namely, In National Television Coverage, National Print Coverage, and community relations varied in importance to the sponsors. “National media coverage

was highly valued by sponsors of elite and professional sport, while community relation criteria were most valued by sponsors of grass root sport” (Copeland et. al,1996, p.40).

Also when Ludwig & Karabetos(1999) investigated the selection criteria of corporate partners of the 1996 Atlanta Olympic Games, the following were ranked as the important factors of 11 of the 19 TOP sponsors: (a) Exclusivity, (b) Increase public awareness, (c) Increase sales, (d) Create or alter image, (e) Generate media benefits, (f) Unique hospitality opportunity, (g) Increase market share, (h) Reach specific market segments, (i) Build goodwill, (j) Enhance employee relations, and (k) Continue Olympic tradition.

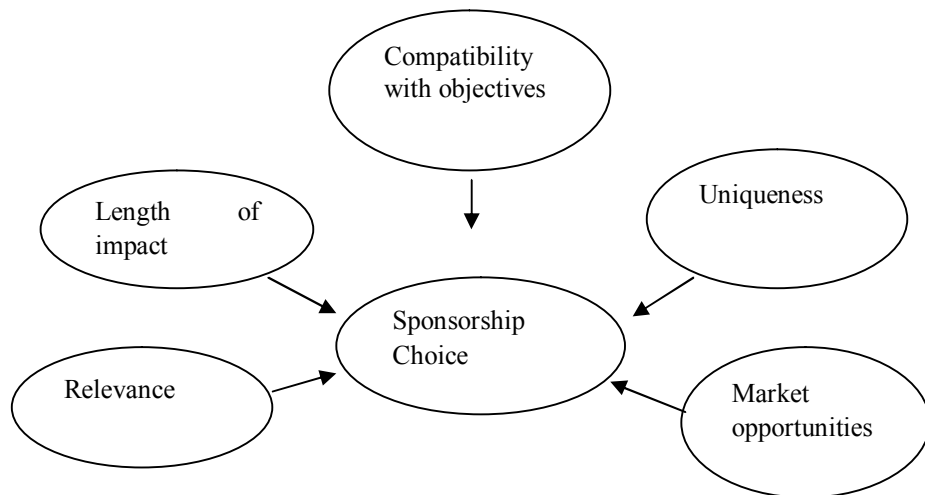
Daniels, Baker, and Bakman (2007) investigated the selection criteria used by sponsors of a PGA tournament in South Eastern United States. The research identified that “hospitality opportunities” were most important to the sponsors.

The above-listed examples do indicate that sports sponsors prioritize criteria differently; and criteria used are often based on the sports property being sponsored and objectives of the sponsor.

Brassington and Pettit (2000) have suggested a number of factors that needs to be considered prior to making a sponsorship decision. The

factors are illustrated in figure 3.

Figure3. Factors affecting sponsorship choice
(Brassington&Petit, 2000,P.813)



Brassington & Pettit (2000) stressed the importance of the sport property to the objectives of the company or sponsor. That is, is the company able to achieve its corporate and marketing objectives through that sponsorship? The length of the sponsored event or sponsorship duration has been deemed a very important element for corporate sponsors. “One-off events, unless they are very high profile, tends not to have the capacity to build the continuity or establish the name familiarity that sponsoring a sport league or series of events would offer”(ibid.) This is further emphasized by the

statement of Turley and Shannon (2000) that “adverts appearing inside an arena need eight to twenty times more exposure than a television commercial does to reach the same result” (Cited from Johansson et. al, 2007). Thus, it is crucial that much time is allowed for the display of advertisements to result in the recognition by the sponsors’ target audience to impact sponsor recall

Brassington and Pettit (2000) further consider uniqueness or exclusivity as a powerful tool to increase corporate awareness or corporate profile. Also, potential for market opportunities from the sponsorship is another important consideration. A very important factor is also ensuring that the sponsorship has a fit with the organization’s promotional objectives.

Shank (1999) also recommended the following factors to be considered for sponsorship selection: Correct positioning, Connection to brand, Difficulty of competitor imitation, Target audience reach, Appeal to Target Audience, link to corporate goals and strategies, opportunity for hospitality, opportunity for opportunity involvement, possibility of sponsorship effectiveness evaluation, affordability of sponsorship, length of sponsorship, an complement to current promotion mix'?

2.6. Sponsorship Proposal

Considering the selection criteria of corporations discussed in the previous point, it is evident that corporations seek similar information in their sponsorship proposals McCook et.al(1997), only that their priorities might differ. McCook et al.(1997) further suggested that event organizers should clearly indicate in their sponsorship proposals, the benefits to the sponsors .

Corporations receive tremendous number of sponsorship requests annually (Copeland et al., 1996), as such it is a very competitive process for which reason organizations have been advised to develop sophisticated proposals tailored to the needs of the sponsor (Thwaites et al.,1998). Copeland et al., (1996) suggests that sports organization need to “differentiate” themselves from the numerous sponsorship proposals that corporations receive to boost their chances of being sponsored.

In the first phase of Sponsorship preparation, sports organizations should do a self situation analysis, reflecting on their sponsorship objectives and benefits they can provide to the prospective sponsor (Doherty & Murray, 2007; Meenaghan, 1991). Although usually, funds and in-kind resources are the primary needs of sports organizations, there are other important ways they can benefit from sponsorship beyond funds. Stotlar, 2001 cited that

sports organizations, through their associations with a sponsor could also benefit from “image enhancement and increased exposure, and further sponsorships and revenues that may accrue from that exposure”.

The sponsorship proposals of sports organizations should indicate the sponsorship status (official sponsor, Major sponsor, etc), exclusivity of sponsorship, and length of sponsorship (Brooks, 1994; Copeland et al., 1996). It has been suggested that it is advantageous for sports organizations to its property assets and what benefits it can provide for a sponsor. However, sports organizations should have a prerequisite knowledge of the benefits they can provide to the prospective sponsor (Copeland et al., 1996; Moler, 2000).

As indicated in earlier sports sponsorship affords sponsors something unique that traditional advertising cannot provide such as directly reaching target markets in a less expensive way, transferring positive image of a particular sport to the sponsor that aligns itself with it, providing an opportunity for sponsors to exercise goodwill which is known to translate to positive perceptions of sports fans towards sponsor, and thus enhancing corporate image (Copeland et al., 1996; Meenaghan, 1991). That said, sports organizations can assess themselves to identify their unique assets that they can offer to corporations to achieve their corporate and marketing goals

(Copeland et al., 2006).

The common mistake that sports organization often make is it to be more concerned about their needs than the need so of the prospective sponsor (Moler, 2000). Moler (2000) further suggests that organizations seeking sponsorship should justify why they should be sponsored, what is in it for the sponsor, the assets of the organizations or particular aspects of the sponsored property that the sponsor can access. Further, there should be mentions of the “demographics and psychographics of the participants and spectators”, the amount desired, the kind of support (either financial or in-kind) Copeland et. al(1996). Stotlar (2001) also indicated that it is important for sports organizations to include results of past sponsorship or promotions and to indicate to sponsors how they would measure the particular sponsorship they are seeking.

In identifying prospective sponsors to send proposals to, sports organizations have to identify corporations that fit the sport’s image and target market (Copeland et al, 2001; Stotlar, 2001).

2.7. Non-Profit Organizations and Sponsorship

Non-Profit Organizations (NPOs) play an important role in modern societies (Giannoulakis, 2014). Due to its importance, the last three decades has seen an increased growth of NPOs worldwide (Pope et al.,2009).

NPOs are organizations that provide services to society without the goal of maximizing profit; as such they have often lacked the funds needed to sustain themselves and their activities which includes the promotion of its social cause profits (Mason et al., 2005). While they have often received financial support from government and direct donations, those supports have dwindled in recent years (Pope et al., 2009). Hassay & Pelosa (2009) reports that this phenomenon has pitted NPOs against one another in a highly competitive market and forced them to be innovative to “attract individual and corporate donors, corporate sponsors and partners.”

As discussed earlier, the nature of sponsorship calls for sophisticated and professional marketing approach by sponsorship seekers. However, this has not necessarily been the philosophy of NPOs (Giannoulakis, 2014). Pope et al., (2009) suggest that factors such as the lack of awareness of what can persuade sponsors to invest in their organizations have been a stumbling block to NPOs achievement of corporate dollars. This is however expected considering that only a few non-profits have incorporated a comprehensive approach to marketing due to the lack of marketing background of most of their managers (Nagyova, 2004).

With the increasing competition for corporate dollars, NPOs will have to respond to the needs of sponsors or donors to have a better chance

of gaining support (Cousens et al., 2006; Giannoulakis, 2014). Pope et al., (2009) argued that since NPOs are not motivated in net-profits, their use of traditional marketing strategies may restrict entities from reaching out to their three main marketing focus areas: “clients, volunteers, and donors or funders.” Doherty & Murray (2007) argues that the increased competition for corporate dollars, compounded with the present “economic environment pose strategic implications for non-profit sport organizations.”

The IEG notes an increase in the share of sports sponsorship by NPOs. According to the IEG (2009), sponsorship spending on cause totaled \$1.55billion in North America alone in 2009. The increase in sponsorship revenues among NPOS is attributed partly to hybrid partnership (Trenberth & Hassan, 2012). Hybrid partnerships as a partnership that “aligns philanthropic donations with the donors marketing, advertising and promotional efforts.”(ibid)

Du et al. (2008) indicates that firms are using corporate social responsibility and social causes as a marketing tool to enhance their brand. That may explain the growth of sponsorship among NPOs since Corporate Social Responsibility is capable of changing consumers attitudes about a company (sponsor) they patronize.

According to Trenberth & Hassan (2012), sponsorship for NPOs maybe in the form of title sponsorship of a particular programme, event tickets and hospitality, and the right to promote the partnership or marketing materials.

Walters (2009) states that nonprofit and charitable organizations offer unique opportunities for corporations to demonstrate their commitment to the community. For example, the Charlton Athletic Community Trust and the Brentwood Football Club Community Sports trust provide unique features for corporation through sport (Walters, 2009). Such unique features comprise the popularity of sport, the opportunity to reach corporation's target market, improve cultural understanding and environmental awareness (Smith and Westerbeck, 2004). Notwithstanding these unique features, nonprofit sports organizations possess, they face a lot of challenges in acquiring sponsorship.

IEG's 2013 annual survey of nonprofit fund-raising professionals reported that NPOs seem not to have an understanding of sponsorship and what it entail, as such per their research, two-thirds of survey respondents expressed difficulty "getting in the door with corporate personnel outside the corporate contributions department"(IEG, 2013). Further, 57 percent of

survey respondents indicated that they had difficulty in identifying the marketable assets to offer corporations.

Doherty and Murray (2007) identified the challenges for nonprofit sports organizations (seeking to secure sponsorship) as: the difficulty in identifying sponsors that appropriately complement a sport property, potential partners' lack of knowledge about the benefits of sports sponsorship, and the challenge of catering to the needs of both major and minor sponsor simultaneously. Doherty and Murray (2007) stressed the need for NPOs to develop more sophisticated sponsorship packages and proposals, and to differentiate themselves from other sports organizations in the market place.

Chapter 3. Methodology

This Chapter discusses the methods used to obtain data that will help answer the research questions. The chapter covers the following topics: Research Design, Research Participants, Instrumentation, Data collection and Data Analysis.

3.1. Research Design

The research employed a Survey design for data collection. The Survey, in a form of mailed questionnaire was sent to a purposive sample of NSO sponsors to obtain information on the most sought selection criteria they use in selecting sports sponsorship opportunities and the most important objectives they aim to achieve through their sponsorship. Survey was used to gather data because it is a convenient and a quick way of obtaining data (Dillman, 2007). It is a necessary tool to use when targeting remote and difficult-to-reach respondents; Further, the anonymity of survey allows for respondents to be candid and honest in their response (Friel & Wyse, 2012). It however has the risk of respondent misinterpretation and the low response rate, especially in the case of mailed questionnaire (Cresswell, 2002).

The survey featured self administered questionnaire which comprised three sections: the first part sought information on the company profile which includes: the industry in which the company operates, scope of the company, the most recent sport the company sponsored and the sport property they sponsored. The second part featured a list of sports sponsorship criteria which the organizations was to rate in order of importance, while the third part was made up of a list of sports sponsorship objectives which respondents were to rate its importance. The survey had closed, semi-closed and open ended questions.

3.2. Research Participants

Dillman (2007) defined survey population as “all the units to which one desires to generalize survey results” (P.196). The population for the current study comprised corporations that sponsor NSOs in Ghana. There is no existing published list of sports sponsors in Ghana, so purposive judgmental sample was drawn through the cooperation of NSOs. Purposive sampling “is the deliberate choice of an informant due to the qualities the informant possesses”(Tongco, 2007, p.1). Bernard (2002) suggests that in Purposive Sampling it is at the researchers’ discretion to choose respondents who are willing to provide information by virtue of knowledge or experience. The NSOs were asked to indicate the names of corporations

that actively sponsor them – specifically those corporations that have continuously sponsored the sports organizations for at least the last two years. Active sponsors were appropriate for this study because their continuous sponsorship is an indicator of the values it perceives of NSO sponsorship and their better understanding of the terrain of NSO sponsorship.

A list of 38 different active sponsors was obtained from 40 NSOs in Ghana. There were common cases of some organizations without sponsors at all, while some organizations had mutual sponsors. Emails of the various companies were sought online (company website) and through some of the presidents of the NSOs who had personal contact of the sponsorship decision makers at the companies. The 38 companies were all sent surveys with cover letters. The first 2 weeks yielded only 10 responses. Follow-up emails and phone calls were made to subsequently result in a total of 20 responses in the 4th week; Thus yielding a response rate of 52%. Creswell (2002) stated that many survey studies show a response rate of at least 50%. Further, he indicated that a high response rate gives findings more generalizability. The NSOs contributed to increasing the response rate by emphasizing the importance of the research to sports organizations in Ghana.

3.3. Instrumentation

Creswell (2002) suggests that in designing the survey instrument, the researcher could modify an existing instrument. The survey used in this study partially adopted and modified (to suit this study) questionnaire elements of Greenhalgh (2010) in his investigation of sponsorship objectives and selection criteria of Professional Niche Sports. Also, the survey questionnaire used derivatives of the Revised Sport Sponsorship Proposal Evaluation Model (SSPEM) developed by Irwin et al., (1994) for the questionnaire on selection criteria.

Creswell (2002) indicated that one disadvantage of mailed questionnaire is that respondents might misinterpret questions. To reduce this risk, the questionnaire underwent pilot testing. Pilot test of a questionnaire “is a procedure in which a researcher makes changes in an instrument based on feedback from a small number of individuals who complete and evaluate the instrument” Creswell (2002),p.390. Five sponsorship decision makers of different corporations in Ghana who did not necessary sponsor NSOs were contacted for the pilot study, based on convenience. They gave feedbacks with regards to which questions were not clear or was ambiguous and those that are not relevant to the Ghanaian

sponsorship context. The instrumentation used for each research question is explained as follows:

RQ1: What is the relative importance of the selection criteria corporations use in selecting sports sponsorship?

To answer this question, derivatives of the revised SSPEM model was used. The theoretical model compiles contemporary sport sponsorship evaluation criteria with weighted and grading scales. The model incorporates updated sport sponsorship criteria indicated in sponsorship literature to be desired by corporate sport sponsors (Irwin &Assimakopoulos, 1992).

Derivates of the Revised SSPEM have been used by a number of researchers investigating the objectives and/or selection criteria of sports sponsors. Examples are “Irwin & Sutton, 1994; Lough, 1996; Lough et al, 2000; Lough & Irwin, 2001; Mc Carthy & Irwin, 2000” (Greenhalgh, 2010).

While the Revised SSPEM had 42 items, it was necessary to exclude items that were not relevant to the case of national sports organizations and to the context of sponsorship in Ghana after the pilot test.

Greenhalgh (2010), in his Examination of Professional Niche Sports Sponsorship indicated that although the Revised SSPEM was formulated to be a universal sports sponsorship evaluation instrument, not all the items

were relevant for an analysis of professional sports and professional niche sports. Greenhalgh(2010) in his study, removed 11 items that was not relevant to professional niche sports and added 4 items to address his research objectives, totaling 35 items.

Similarly, in this study, items in the SSPeM that was not relevant to NSOs were removed. For example, “Marketing Agency” – It is not typical of NSOs to have marketing agencies. In fact, none of the NSOs in Ghana has a marketing agency. Other irrelevant items were Regulatory Policy, Athletes cooperation (mainly suited to professional sports), Legal Status, New Account Opportunities, Competition’s interest, Ambush Market Avoidance and Sponsorship type.

However, 2 items were adopted from Greenhalgh (2010), namely: Social Media Opportunities, Sponsor Clutter, and Flexibility of Sport to achieve sponsor’s objectives. This was to accomplish that a potentially unique benefits of National Amateur Sports were included.

In total, 37 items were used in the quantitative questionnaire. Reducing the items to 37 made the questionnaire shorter to minimize respondent fatigue and optimize the response rate. See Appendix A for the list of items within the sponsorship selection criteria section of the instrument.

The selection criteria section adopted a 5-point Likert Scale in order to determine the highest ranking criteria the respondents use in sponsorship selection. Scales are “measurement instruments that are collection of items combined into a composite score and intended to reveal levels of theoretical variable not readily observable by direct means” (DeVillis, 2003). DeVillis (2003) also suggested that scales can be used to measure people’s opinions and beliefs. This study thus used scale measurement to measure the opinions of the respondents about the most important sponsorship objectives and selection criteria. The respondents of this study were asked to rate the level of importance (of each of the selection criteria) to the company in their most recent NSO Sponsorship.

RQ2: What are the most important objectives corporations seek from NSO sponsorship?

To answer this question, objectives discussed in Irwin et al.’s (1994) revised SSPEM were used to obtain information on the most important objectives for NSO sponsorship. Like Irwin et al., other researchers, such as Greenhalgh (2010) have used a set of 12 objectives in their study of corporate sponsorship objectives. The 12 sponsorship objectives used in this study are presented in Appendix A. Similar to RQ1, respondents were asked to rate the relative importance of each of the 12 sponsorship objectives on a

5-point Likert Scale in order to determine the highest ranking criteria the respondents use.

3.4. Data Collection

Data for this study was collected through email system. The survey was sent to the respondents who were required to complete and send back to the researcher. This method of data collection was very convenient and appropriate for the study because online form of data collection is usually fast and economical (Ilivea, 2002). Considering that target respondents (sponsorship decision makers) usually occupy major roles in the organizations, this was a good means of data collection as it would consume less of their time. Further, the roles of the respondents are technical and usually require knowledge in computer skills, as such completing the survey online would not be a challenge to them. Some of the organizations were contacted through Email and social media including facebook and Linked-in. The first two weeks yielded 10 responses after which several follow ups were made to yield an extra 10 in the fourth week.

3.5. Data Analysis

Descriptive statistics was used for the analysis of data for both research questions. Similar to the studies by Copeland et al., (1996), Greenhalgh (2010) and Irwin & Sutton (1994) Means and Standard

Deviations were generated to determine the most important selection criteria and sponsorship objectives.

Chapter 4. FINDINGS

This chapter presents the findings of the study. Cronbach's alpha reliability was generated to measure the scale reliability of the selection criteria items. The alpha reliability was found to be .882, indicating a high degree of uniformity of response among the sample. See Appendix B for Reliability test results.

Findings of each of the three parts of the questionnaire, namely: Selection criteria, Company profile, and Sponsorship objectives are presented below:

4.1. Selection Criteria

Using a 5-point Likert Scale, respondents rated the importance of each of the selection criteria for sponsorship selection derived from the Revised SSPEM. Responses ranged from 1= Not important to 5= Extremely important. Respondents were instructed to respond in terms of their most recent NSO sponsorship to aid in recall.

To aid interpretation of the results, descriptive statistics were used to determine the most important factors corporations consider when making sports sponsorship decisions. Table 3 displays the rank of the factors in order of importance. Selection criteria with a Mean value greater than 2.5

are closer to criteria deemed as “Extremely Important” while values less than 2.5 are close to “unimportant.” Table 3 indicates that in general, National Media Coverage ($x=4.75$, $SD=.444$) was the most important criteria associated with NSO sponsorship. This was followed by Complementary advertising ($x=4.55$, $SD=.605$), opportunity to be Title Sponsor ($x=4.55$, $SD=.686$), Local/Regional Media coverage ($x=4.55$, $SD=.759$) and Profile of sport property ($x=4.50$, $SD=.513$) summing up the top 5 most sought criteria.

The criteria ranked as the least important were once-off sponsorship ($x=2.00$, $SD=1.026$), Tax Benefits ($x=2.60$, $SD=1.188$), opportunity to be in-kind supplier ($x=3.20$, $SD=1.576$), non-attending demographic profile ($x=3.25$, $SD=1.967$) and non-attending audience size ($x=3.25$, $SD=1.910$). These findings portray the sophistication in the sponsorship selection process as indicated in earlier research (Copeland et al., 1996; Meenaghan, 1991). Only 1 out of the 37 criteria used in the study was reported to be below the 2.50, which shows that sports sponsors in Ghana consider several criteria as important in selecting sponsorship proposals.

National Media coverage was the topmost important criteria found in the study. Local Media coverage was rated 4th, thus considered close to extremely important. The media coverage categories ranked highly reflects

the findings of Berret & Slack (2001) when they analyzed strategic approaches employed by non-profit sports organizations in seeking corporate sponsorship. Their study revealed that Media Exposure together with participation rates are 2 key environmental factors that appear to contribute to the ability of NSOs to raise sponsorship funds. It is an interesting comparison that there is a match in findings considering that both researches considered different perspectives. While the angle of this study was the perspective of sponsors, Berret & slack did their investigation from the perspective of national sports organizations. Copeland et al, 1996 in their study of “Sports Sponsorship Process from the perspective of Canadian corporations”, also reported that national media coverage was most valued by Canadian corporations sponsoring elite amateur sports – which are typically, the jurisdiction of NSOs.

‘Once-off Sponsorship’ was the only criterion below the 2.5 on a 5-point scale. This means that sponsors rather prefer long term commitment because with a once-off event, the association between the event/property and sponsor cannot be developed over time (SportsNewzealand). Tax benefit was one of the least important elements. This could be attributed to the non-effective sports-sponsor tax exemption system in Ghana.

Table 3. Importance ratings of selection criteria

Sponsorship Criterion	Mean	SD
National Media Coverage	4.75	.444
Cost Effectiveness	4.55	.605
Opportunity to be Title Sponsor	4.55	.686
Local/Regional Media Coverage	4.55	.759
Profile of Sport Property	4.50	.513
Complementary advertising	4.50	.688
Sport - Company Product/service image fit	4.50	.889
Flexibility of Sport to achieve corporate objectives.	4.45	.510
Fit of your Company Image with target market	4.45	.826
Media Guarantees	4.30	.733
Spectators Demographic – fit	4.30	.801
Opportunity to be Major Sponsor	4.30	.657
Opportunity for Promotional licensing	4.30	.801
Opportunity for Sponsor Exclusivity	4.25	.639
Signage opportunities	4.25	.786
Social Media Opportunities	4.25	.786
Sport - Company Product/service utility fit	4.25	.910
Event Sales Opportunities	4.25	.967
Opportunity to secure a long term relationship	4.15	.587
Size of Spectators	4.15	.671

Status of the Sport Governing Body	4.10	.718
Affordability	4.10	.852
Personal Sales opportunities	4.10	1.021
Opportunity to sponsor an Established Sport	4.05	.686
Community Leader Presence	4.00	.795
Potential presence of current Customers	3.95	.759
Corporate Staff interest	3.95	1.099
Amount of Sponsor Clutter	3.85	.671
Opportunity to be Co-Sponsor	3.75	.716
Sport - Fan Association Strength	3.70	.865
Hospitality Accommodations Available	3.30	1.129
International Media Coverage	3.30	1.174
Non-attending Audience Size	3.25	.910
Non-attending Demographic profile	3.25	.967
Opportunity to be In-Kind Supplier	3.20	1.576
Tax Benefits	2.60	1.188
Once-off Sponsorship	2.00	1.026

4.2. Company Profile

The findings show that a variety of industry segments are involved in NSO sponsorship. Respondents of this study represented Auto dealers,

Banking, Beverage, Communication/Technology, Government, Sporting Goods, Food, and Oil/Petroleum Industries.

The results revealed that majority of the NSO sponsors are in the industry of Communication/Technology, which made up 30% of respondents. This was followed by the food, and oil industries (15% each). This is an indication that corporations of different characteristics are interested in NSO sponsorship. Majority (60%) of respondents reported to be International Companies, while 40% were national companies. None reported their company scope to be local or regional. In terms of sports sponsorship, Athletics and Golf had received the most sponsorship (20% each), immediately followed up by Hockey (15%). 85% of sponsorship had been in the area of sports events. Figure 4 shows the industry distribution of respondents, while Table 4 shows the scope of the companies that took part in the survey.

Figure 4. Primary industry in which company operates

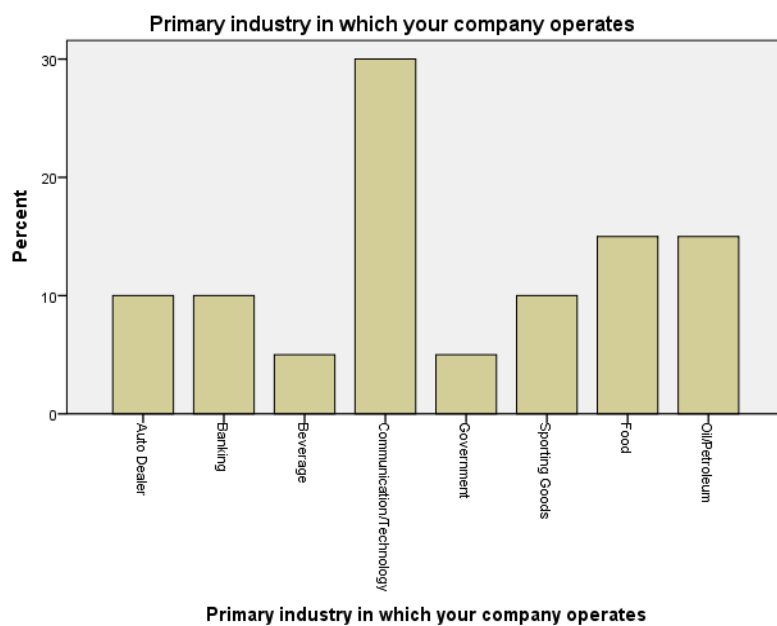


Table 4. Scope of company

How would you describe the current scope of your company?				
	Frequency	Percent	Valid Percent	C. Percent
National Company	8	40.0	40.0	40.0
International Company	12	60.0	60.0	100.0
Total	20	100.0	100.0	

4.2. Sponsorship Objectives

Using a 5-point Likert Scale, respondents rated the importance of each of the 12 objectives for sponsorship derived from the Revised SSEM. Responses ranged from 1= unimportant to 5= Extremely important. Respondents were instructed to respond in terms of their most recent NSO sponsorship. Descriptive statistics was used to assess the results using frequencies and means. There was a distinct split between objectives considered to be important and those not important 6 items were above the 2.5 mid mark, while 6 were below 2.5. The top 5 most important objectives were: Increase public awareness ($x=4.40$), Enhance company Image ($x=4.20$), Involve with community ($x=4.15$), Increase target market awareness ($x=4.10$), and engage in social responsibility ($x = 3.25$). See Table 5 for the display of the ratings of sponsorship objectives in order of importance.

These findings also indicate that the respondents engage in sports sponsorship for diverse reasons. Different corporations have different objectives for sponsorship (Meenaghan, 1991). The topmost objectives constitute corporate related objectives. Irwin et al., (1992) distinguished between two sponsorship objectives, namely: Corporate related objectives and brand related objectives. Much of the research on sponsorship

objectives tend to be dominated by corporate image objectives (Greenhalgh, 2010).

Connections could be drawn from the findings on objectives and the findings on selection criteria (in RQ1). For example, the topmost objective identified in this study was “Increase Public Awareness” which is closely linked to the topmost selection criteria, “National Media Coverage”. Media coverage is essential for generating public awareness. Brassington & Pettit (2000) indicated that the sponsorship selection is dependent on the marketing objectives of the sponsor and the ability of the property (to be sponsored) to help the sponsor achieve its objectives. Thus, the sponsorship criteria and sponsorship objectives should be closely linked. Therefore, having such strong links between the objectives and selection criteria in this study more or less validates the findings.

Another link found was the highly ranked “profile of company” selection criteria, and the highly ranked “Image enhancement” of sponsorship objectives. Wilkinson (1993) indicated that a one of the objectives of corporate sports sponsorship is to enhance company image, and that companies achieve this by aligning itself with a positive image or profile of a sport event or sports organization. This linkage to some extent validates the findings and emphasizes the sophistication of the sponsorship

process. One hand, “Community Involvement” being highly ranked perhaps explains why 85% of respondents are into event sponsorship. Majority of NSO activities are grassroot events, and thus provide sponsors the opportunity to reach the community to directly boost sales or as a corporate social responsibility initiative, which was equally ranked highly.

The top ranked objectives are more of image related sponsorship objectives than marketing related objectives. Going according to the sponsorship lifecycle theory of Lough & Irwin (2001), Ghana’s Sports Sponsorship is at a less matured state. The Lifecycle theory argues that as sport properties mature so do their associated sponsorship objectives. Sponsorship lifecycle begins with awareness and image-focused objectives and progresses towards more market-driven objectives such as increasing sales/market share (Greenhalgh, 2010).

Table 5. Importance Ratings of Sponsorship Objectives

Sponsorship Objectives	N	Mean	Std. Deviation
Increase Public Awareness	20	4.40	.754
Enhance Company Image	20	4.20	.696
Involve with Community	20	4.15	.489
Increase Target Market Awareness	20	4.10	1.294
Engage in Social Responsibility	20	3.25	1.552
Increase Sales	20	3.05	1.276
Enhance Employee Relations	20	1.55	.759
Engage in Corporate Philanthropy	20	1.50	.761
Alter Public Perception	20	1.40	.598
Build Trade Relations	20	1.35	.489
Block Competition	20	1.35	.813
Build Trade Goodwill	20	1.10	.308

Chapter 5. CONCLUSION

This Chapter discusses the practical implications of these findings, limitations of the study and offer recommendation for future research.

5.1. Discussion and Implications of Study

The findings portray that the selection process of NSO Sponsorship is a sophisticated one; and that corporations that sponsor them do so on the basis of some criteria. Only 1 out of the 37 criteria used in the study was reported to be below the 2.50 of the 5 point scale indicating that 36 of the selection affirms the research done by Thibaut & Harvey, 1997; Giamoulakis; Pope et al. 2009; Nagyová, 2004 within which they described sponsorship as a sophisticated process that calls for a sophisticated and strategic approach to sponsorship by sponsorship seekers. NSOs should identify that sponsorship is not philanthropy and that corporations take a lot into consideration when examining sponsorship proposals. In view of this, it is imperative that NSOs on the other hand develop sophisticated proposals to enhance their chances of sponsorship selection.

5.1.1. Most important Selection Criteria

Although 36 of the selection criteria were all deemed important, the 5 most important factors were identified as: National Media Coverage,

Complementary advertising, Opportunity to be title sponsor, Local Media Coverage, and Profile of Sport Property.

National Media coverage being the top most criteria reflects Berret & Slack's (2001) finding in their analysis of strategic approaches employed by non-profit sports organizations in seeking corporate sponsorship. Their study revealed that Media Exposure together with participation rates are 2 key environmental factors that appear to contribute to the ability of NSOs to raise sponsorship funds. This is an interesting and important finding considering that there is similar finding in two distinct countries and from different perspectives: the perspective of sponsors in the case of this study and the perspective of NSOs in the study of Berret & Slack.

Copeland et al, 1996 also reported that national media coverage was most valued by Canadian corporations sponsoring elite amateur sports – typically, the jurisdiction of NSOs. NSOs based on their different characteristics can be grouped under minimal, moderate and extensive media exposure (Berret & Slack, 2001). Berret & Slack (2001) found strong ties between media exposure and participation base of sports. That is, the NSOs with higher participation base usually have the most extensive media exposure while the ones with low participation base have the least media exposure. It is imperative that NSOs do a situation analysis of their media

reach and participation base, identify their strengths and weaknesses, and develop strategies to enhance its existing media properties through the expansion of its audience reach.

Berret & Slack (2001) advised that for NSOs with low media coverage, their long-term strategy could be focused on increasing its participation base. Once it has resulted in an increase in participants that the NSO has direct access to, the organization can alter its strategy to generate increased media coverage by hosting international events that those new participants would be interested in watching on TV or other media platforms. It is crucial for NSOs to emphasize their media reach by indicating figures of their media audience reach in their sponsorship proposals.

Respondents also placed high importance on the Cost Effectiveness of their NSO sponsorship. Cost effectiveness is more than simply asking for less monetary support (Greenhalgh , 2010). Greenhalgh described Cost Effectiveness as the perceived ability to achieve sponsorship objectives such as reaching specific target audience for a relatively low cost. A low cost sponsorship of a property is only cost effective if sponsorship objectives are achieved through the sponsorship Greenhalgh (2010). It will be prudent for NSOs to indicate in their proposals means of aiding sponsors achieve their corporate objective at a relatively low cost.

Opportunity to be Title Sponsor was an important Criterion as well. This can be linked to the company's quest for exclusivity. NSOs should provide prospective sponsors the opportunity to have a decisive voice on the issue of sponsor cluster, priority to use the sponsored property for conducting their promotional events. Title Sponsorship provides sponsors with more visibility and brand awareness. NSOs should sell the opportunity of Title Sponsorship of their events, ensuring their flexibility for corporations to use in fulfillment of its corporate objectives. IEG (2006) advises fledging properties to give Title Sponsorship to a company for little or no fee. The reason is that title sponsors lends credibility to the sponsored property and can help attract other sponsors.

Another important criterion was Profile of Sports Property. NSOs have a brand – Which is, how they are known and what they are known for. It includes the positive or negative associations that people perceive about them (SportNewZealand). Sport New Zealand stated that brand management by sports organizations matters for three important reasons: appeal to funders, fit with funders and value to the sports body. “Profile” could also refer to the popularity of the event or organization. It is therefore fair to say that if an NSO approaches a sponsor who has no real awareness of the sport/event or regards them in a negative light, then their prospects of

securing a sponsorship would be bleak. A well managed brand has commercial value and has the tendency of attracting sponsorship.

NSOs should invest time and resources in improving its image and awareness of its properties be it the organization itself or other aspects such as events, athletes etc. This criterion must be important to sponsors due to the rising cases of corruption within the sports industry in Ghana. Since sponsorship is about association, it is understandable that sponsors would want to be associated with a property that exudes a positive image. NSOs must consider positioning their brand to make a compelling proposition to a potential sponsor. Such Profile positioning could be: being the best, original, largest, fastest growing, newest, toughest, most appealing to youth, families etc.

An additional unique factor is the sport-company product/service image fit. Consumers are more likely to identify a brand as a sponsor of an event if there is a strong relation or association between the product and sponsored property (eg. a Tennis racket brand sponsoring a tennis tournament) that if there is no relationship, for example, a farm implement company sponsoring a tennis tournament (Pharm & Joher, 2001). Gwinner & Eaton (1999) suggest that fit can be conceptualized in terms of functional (the product is used in the event) or image dimensions (the image of the

event and sponsoring brand are similar. Consumers' attitudes, beliefs, and behavioral intentions are influenced by the level of perceived fit between event & Sponsor (Becker – Olsen, 2003). It is thus important that NSOs carefully consider the fit of the corporate/company and the property to enhance prospects of their property being sponsored. This will better inform NSOs whom to send proposals to. Further, it is imperative to indicate the strength of congruence of event and company in the proposal.

5.1.2. Least Important Sport Sponsorship Criteria

‘Once-off Sponsorship’ was the only criterion below the 2.5 on a 5-point scale. This means that sponsors rather prefer long term commitment because with a once-off event, the association between the event/property and sponsor cannot be developed over time. Long- term commitment can bring benefits such as repeat publicity and more durable recognition (Meenaghan, 1983). Notwithstanding, some events might be of that unique nature that they attract wide media coverage (Gwinner, 1997; Meenaghan, 1983). NSOs could develop annual programs or seasonal programs which could be attractive to corporate sponsors.

Sponsors in this study also place very little importance on Tax benefits. This is probably because an effective process for tax exemption for sports sponsors is not in place in Ghana. It is only recently (July 2016) that

the Ministry of Sports assured corporate sponsors of Tax exemption for sports sponsors.

5.1.3. Objectives of Sponsorship

The list of diverse objectives used by respondents confirms the statement of Meenaghan (1991) that for the corporate user, sponsorship represents a highly versatile method of communication, capable of achieving a variety of objectives. The study showed that NSO sponsors entered into sponsorship for these top 5 reasons in order of importance: Increase Public Awareness, Enhance Company Image, Involve with Community, Increase Target Market Awareness and engage in Social Responsibility.

5.1.4. Most Important Sponsorship Objectives

The most important, public awareness matches the most important criteria for selection of sponsorship which is Media Coverage. It is Media Coverage that can produce high public awareness. As stated by Meenaghan (1991), achievement of media coverage is of great importance to companies that consider brand/company awareness as the main reason to enter into the sponsorship. The results indicate that the most important objective of the sponsors fall under the corporate-related objectives, a subset of the

classification of sponsorship objectives developed by Irwin&Asimakopoulous (1992). Irwin & Asimakopoulous (1992) distinguished between two sponsorship objectives, namely: Corporate related objectives and brand related objectives. This is not surprising as much of the research on sponsorship objectives tend to be dominated by corporate image objectives (Otker, 1988; Witcher, Craigen, Cullligan & Harvey, 1991; Kuzma, Shanklin & Mccally, 1993). 93 percent of all corporations that engage in sports sponsorship activities define increased brand awareness as the primary objective of sponsorship (Liu, 1998).

The 2nd most important objective identified was corporate image enhancement. This indicates that NSOs have positive characteristics that draw corporations to align themselves to them to enhance their image. Mullin et al. (2007) stated that the positive image sports fans or public have of a sponsored property will be transferred to the sponsor. Going back to the selection criteria used by corporations in Ghana, profile of NSOs were considered a unique important factor. Again, there is a match between the corporations 'objectives and criteria for selection. NSOs should brand themselves and improve the image of their organizations, as corporations would want to be associated with a positive brand.

Comparing this factor with Lough & Irwin (2001) sponsorship Lifecycle theory, this is an indication that Ghana's Sports Sponsorship is at a less matured state. The Lifecycle theory argues that as sport properties mature so do their associated sponsorship objectives. Sponsorship lifecycle begins with awareness and image-focused objectives and progresses towards more market-driven objectives such as increasing sales/market share (Greenhalgh, 2010). Conversely, this could mean that NSOs do not have the features or potential to yield market/sales objectives of sponsors.

The findings of this study suggests that NSOs should emphasize on meeting the corporate objectives of corporations, specifically image and awareness-based objectives considering the maturity state of its property in relation to sponsorship. NSOs should be cognizant of the importance NSO sponsors place on NSOs ability to generate and increase public awareness. They should provide them with opportunities to promote their brand in conjunction with sponsored property, Title Sponsorship, Media Coverage, etc.

As discussed earlier, Participation base is strongly lined with popularity of sport and subsequently, sponsors affiliation with a popular sport would yield more public awareness than a less popular sport. That said, NSOs should invest effort in building and expanding its participation base.

Respondents also placed a high level of importance on community involvement. NSOs run several activities that are community based, for example, regional competitions, inter-school competitions, etc. This perhaps grants sponsors the opportunity to reach unique markets in the community especially the youth. It is therefore not surprising that sponsors in this study are mostly involved in sports events sponsorship.

The next important objective, which is Corporate Social Responsibility, is closely linked to community involvement. Corporations that sponsor sports as CSR can capitalize on enhanced perceptions of goodwill.

5.1.5. lowly ranked objectives:

The lowly ranked objectives include: Enhance employee relations, Engage in corporate philanthropy, alter public perception, build trade relations, block competition, build trade goodwill. Greenhalgh (2010) states that employee relations are placed relatively low on the level of importance by sponsors. Researchers have indicated that sponsorship is not Philanthropy and that sponsors look for a return in their investment from sports sponsorship. This could be the reason for the low ranking of corporate philanthropy. It is therefore imperative that NSOs make their proposals competitive and provide valuable elements in their proposal.

NSOs must place more emphasis on the most important factors to have a higher chance of their proposals being accepted.

5.2. Limitations and Recommendations for future Research

Survey instrument was used for its quickness and snap shot benefit. Considering that respondents were hard to reach due to the busy nature of their work, survey instrument was appropriate, but it does not allow for an in-depth study of a phenomena. It did not allow the researcher to ask follow-up questions. For example, when the research findings indicated that media coverage was the most used criteria, the follow-up question would be how the respondents determined which NSO had wider media coverage. Do they determine it merely based on the popularity of the sport, or the participation base etc? The SSPEM model used as a measuring instrument in this study does not control subjective factors such as “personal relationships, personal considerations, likes and dislikes, past experiences and intuition”(Abratt et al., 1994) which are believed to also influence sponsorship decision making.

Future research could combine the use of the SSPEM with interviews to correct ambiguity and to ask follow-up questions if necessary. An alternative would be to use a case study of NSO sponsors to investigate in-depth the sponsorship selection process.

While this study provides NSOs with information on the most sought criteria and objectives of sponsors, it would be beneficial if future research could investigate how the objectives and selection criteria vary by company size, industry and scope. This will equip NSOs with much information to create more focused sponsorship proposals. For example, if small corporations are more concerned about sales, then it would be expected that NSOs design programs that would facilitate that objective of the prospective sponsor.

Lastly, considering the size of respondents of the survey, findings of this research should be limited to the scope of Ghana and not generalized to other countries. Future research could explore similar study in a different country, with a larger sample.

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Appendix A

NATIONAL (GHANA) SPORTS ORGANIZATIONS SPONSORSHIP QUESTIONNAIRE

Dear Respondent:

I am a Ghanaian student in the Master of Global Sport Management program of Seoul National University, South Korea. I invite you to participate in a research entitled **“Sponsorship of National Sports Organizations – Identification of Selection Criteria and Sponsorship Objectives.”**

The objective of the study is to provide managers of National Sports Organizations with vital information on the most sought out sponsorship objectives and selection criteria companies use to make sports sponsorship decisions. The results of this study should provide sport managers with valuable information to create more focused and better – suited sponsorship proposals that would be more beneficial to prospective sponsors.

Enclosed with this letter is a three section questionnaire seeking brief background information on your company and its most recent sports sponsorship. The survey takes less than ten (10) minutes to complete.

If you have any questions, concerns, or complaints about the research study, you may contact me at dominickankam@hotmail.com or at (+82)1095632166.

Part I

Company Profile

The following questions are intended to provide background information which will be used in the analysis of other sections of the questionnaire.

Please respond to each question to the best of your knowledge.

1. Please check the primary industry in which your company operates.

- | | |
|---|---|
| <input type="checkbox"/> Airline | <input type="checkbox"/> Government |
| <input type="checkbox"/> Auto Dealer | <input type="checkbox"/> Insurance/Finance |
| <input type="checkbox"/> Health Care | <input type="checkbox"/> Media |
| <input type="checkbox"/> Banking/Credit | <input type="checkbox"/> Retail trade |
| <input type="checkbox"/> Beverage | <input type="checkbox"/> Sporting Goods |
| <input type="checkbox"/> Cable | <input type="checkbox"/> Consumer Electronics |
| <input type="checkbox"/> Communication/Technology | <input type="checkbox"/> Food |
| <input type="checkbox"/> Entertainment | <input type="checkbox"/> Other (Please specify) |

2. How would you describe the current scope of your company?

- ☐ Regional Company
- ☐ International Company
- ☐ National Company

3. Please indicate the most recent Sport your company has sponsored.

4. Please indicate the level of sponsorship for the above sport property.

☐ League

☐ Tour

☐ Team

☐ Event

☐ Individual Athlete

☐ Other (please specify)

Part II: SELECTION CRITERIA

Please rate the level of importance the following criteria were to your company when entering into your **most recent** Sport sponsorship. Please tick the appropriate boxes.

1 – Unimportant....5-Extremely important

	Un- important	Somewhat Important	Quite Im- portant	very Important	Extremely Important
BUDGET CONSIDERATIONS					
Affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cost Effectiveness (e.g. Audience Reach)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax Benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPORT PROPERTY					
Profile of sport property (event, Team, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flexibility of Sport to achieve corporate sponsorship objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Media Guarantees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Status of the Sport Governing Body	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
POSITIONING/IMAGE					
Fit of your Company Product/service with Image of Sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Fit of your Company Product/service utility with Sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fit of your Company Image with target market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TARGETING OF MARKET					
International Media Coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
National Media Coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Media Coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Media Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Spectators Demographic fit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Size of Spectators	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sport - Fan Association Strength or loyalty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTEGRATED COMMUNICATIONS					
Non-attending Demographic profile	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Non-attending Audience Size	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Signage opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PUBLIC RELATIONS/PUBLICITY					
Hospitality Accommodations Available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Community Leader Presence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Potential presence of current Customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Staff interest in sponsored Sport or activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SALES/PROMOTIONAL OPPORTUNITIES					
Opportunity for Promotional licensing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complementary advertising (e.g. event program)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Personal Sales opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event Sales Opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SPONSORSHIP STATUS					
Opportunity to be Title Sponsor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to be Major Sponsor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to be Co-Sponsor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to be In-Kind Supplier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity for Sponsor Exclusivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Amount of Sponsor Clutter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Once-off Sponsorship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to secure a long term relationship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunity to sponsor an Established Sport	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part III: SPONSORSHIP OBJECTIVES

Please rate the level of importance the following objectives were to your company when entering into your **most recent** Sport sponsorship. Please tick the appropriate boxes.

1 – Unimportant....5-Extremely important

	Un- Important	Somewhat Important	Quite Important	very Important	Extremely important
Increase public awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance Company Image	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Involve with community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Alter public perception	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Build trade relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Build trade goodwill	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enhance employee relations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
POSITIONING/IMAGE					
Increase target market awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Increase sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage in corporate philanthropy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TARGETING OF MARKET					
Block competition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage in Social responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix B

Chronbach's Alpha Reliability (Selection Criteria)

Selection Criteria	Corrected Item- Total Correlation	Cronbach's Alpha if Item Deleted
Affordability	.551	.876
Cost Effectiveness	.328	.880
Tax Benefits	.399	.879
Profile of Sport Property	.417	.879
Flexibility of Sport to achieve corporate objectives.	.136	.883
Media Guarantees	.411	.879
Status of the Sport Governing Body	-.052	.886
Fit of your Company Product/service with Image of Sport	.550	.876
Fit of your Company Product/service utility with Sport	.726	.872
Fit of your Company Image with target market	.658	.874
International Media Coverage	.392	.880
National Media Coverage	.325	.881
Local/Regional Media Coverage	.440	.878
Social Media Opportunities	.592	.876
Spectators Demographic – fit	.744	.873
Size of Spectators	.731	.874

Sport - Fan Association Strength or loyalty	.787	.871
Non-attending Demographic profile	.243	.882
Non-attending Audience Size	.368	.880
Signage opportunities	.436	.878
Hospitality Accommodations Available	.221	.884
Community Leader Presence	.048	.885
Potential presence of current Customers	.241	.882
Corporate Staff interest in sponsored Sport or activity	.334	.881
Opportunity for Promotional licensing	.406	.879
Complementary advertising (e.g. event program)	.774	.874
Personal Sales opportunities	.594	.875
Event Sales Opportunities	.602	.875
Opportunity to be Title Sponsor	.312	.880
Opportunity to be Major Sponsor	.259	.881
Opportunity to be Co-Sponsor	.142	.883
Opportunity to be In-Kind Supplier	.370	.883
Opportunity for Sponsor Exclusivity	.449	.879
Amount of Sponsor Clutter	-.111	.886
Once-off Sponsorship	.263	.882

Opportunity to secure a long term relationship	.381	.880
Opportunity to sponsor an Established Sport	.181	.882

국 문 초 록

가나 스포츠 협회들의 후원

선발 기준과 후원 목표를 중심으로

Dominic Kankam

글로벌 스포츠 매니지먼트

체육학과

대학원

서울 대학교

최근 각국 스포츠 단체 (NSOs)에 정부가 제공하는 재정 지원액은 최근 몇 년 동안 엄청나게 줄어들었으며 (Berrett & Slack, 2001), 가나도 예외는 아니다. 이것은 자국 보전을 위한 후원을 위해 민간 부문에 의존 할 수있는 국가 통제국을 필요로 한다 (Berrett & Slack, 2001). 이런 현상으로 다른 부문의 기업 후원 요청이 증가했기 때문에 (NSW), "잠재적 스폰서 그룹의 제한된 자금 확보를 위해 경쟁이 치열한 시장에 진출했다

(Macmillan, 1983). 그러나 NSO 는 스폰서 십 접근법에서 "정교함 부족"으로 기업 스폰서십 시도에 성공하지 못했다 (Copeland, 1991). 많은 NSO 가 (스폰서에게 판매 할) 시장성있는 자산을 인식하지 못하고, 기업이 스폰서 십 제안을 선택하고 평가하는 방법에 대한 통찰력이 부족하다 (Copeland et al., 1996, IEG, 2013).

본 연구의 목적은 통계청의 후원자 선정을 위해 후원사가 스폰서십 기회를 선택하는데 있어 가장 중요한 선택 기준과 후원을 통해 달성하고자하는 가장 중요한 목표를 조사하는 데있다. 그 결과 NSO 가 시장성 있는 가치를 파악하고 장래 스폰서의 요구에 맞게 전략적으로 스폰서 십 제안을 개발하는 데 도움이 될 것이다.

문맥상 가나를 이용하여 통계청의 후원에 적극적으로 참여한 기업들 사이에서 조사가 실시되었다. 그 결과 스폰서는 다른 모든 선정 기준보다 타이틀 스폰서가 되는 국가 미디어 커버리지, 비용 효율성 및 기회를 우선시한다고 밝혀졌다. 후원

목표의 경우 응답자는 대중 인식 향상, 회사 이미지 강화 및 지역사회 참여를 주로 목표로 삼았다

주요어 : 각국 스포츠 단체, 선발 기준과, 후원 목표

학 번 : 2015-22353